### Country: South Sudan

### **COUNTRY PROGRAMME PERFORMANCE SUMMARY**

### Reporting period: January 1, 2012 – December 31, 2015

### **I. EXECUTIVE SUMMARY**

The current Country Programme Document was originally supposed to end by December 2013. The CPD was extended up to June 2016 following extension of the South Sudan Development Plan and United Nations Development Assistance Framework to June 2016. The conflict that erupted in December 2013 reversed from the Comprehensive Peace Agreement and post-independence the development gains. A peace agreement was signed in August 2015, bringing to an end a two-year old violent conflict, initially triggered by political power-contestation within the ruling party. As a result of the conflict, more than 10,000 people were killed, over 1.6 million people were internally displaced, including over 170,000 who sought refuge in Protection of Civilians sites inside UN bases; and 642,000 people fled to neighboring countries.

The peace agreement is a complex framework with ambitious goals. It outlines key governance reforms designed to put South Sudan back on a path to sustainable peace and recovery, including the formation of a new Transitional Government of National Unity. In support of the implementation of the peace agreement, the UN Security Council, revised the mandate of the UNMISS citing protection of civilians as its top priority.

The development agenda has been repeatedly overtaken by pressing emergency and humanitarian needs, particularly as a result of violent conflicts, the massive influx of returnees and refugees, and crop failures resulting in food insecurity. In early 2012, South Sudan shut down oil production in a dispute with Sudan. The government lost 98 percent of its budget revenue, and development programming slowed with the introduction of austerity budgets. The December 2013 conflict and resulting insecurity further hindered the implementation of the country programme. The shift to humanitarian funding by donors, the government’s preoccupation with conducting a war meant little resources were available for developmental programmes. Conflict induced insecurity led to inaccessibility of project sites, especially those lying conflict-affected areas. All these hampered successful implementation of the country programme and achievement of planned results.

Notwithstanding the above, UNDP’s support to the National Platform for Peace and Reconciliation (NPPR) reinforced an indigenous mechanism which supports the implementation of the peace agenda. Policy advisors attached to the NPPR and the Bureau of Community Security and Arms Control (BCSAC) provided strategic support to their respective institutions, working with CSOs, youth, women and religious groups. The NPPR has a membership of 113 CSOs and continues to be a platform for dialogue on peace and reconciliation; meeting CPD targets on conflict management and CSO, youth and women participation in peacebuilding.

UNDP conducted a perception survey to gauge the perceptions on possible remedies to violations committed during the conflict, including the development of transitional justice agenda. Key findings include: 41% of the population show signs of Post-Traumatic Stress Disorder; 41% is unaware of the peace process, and 38% say people from other ethnic groups cannot be trusted. The report contains key policy recommendations to respond to the demand for mechanisms to promote truth, justice, reconciliation and healing.

UNDP contributed to the delivery of basic health services. In its capacity as the Principal Recipient of the Global fund for AIDS TB and Malaria (GFATM), UNDP built 11 Ante Natal Care (ANC) clinics, five maternity wards benefitting more than 600,000 mothers, a blood bank and health laboratories enabling in-country testing of samples; three medical teaching institution in Juba and three monitoring and evaluation (M&E) offices. As a result, ANC coverage expanded to 53% (34% in 2012). UNDP ensured provision of anti-retroviral treatment (ART) and TB testing, prevention and treatment services nation-wide. Results include 24% % HIV+ pregnant women receiving ART prophylaxis through 41 Prevention of Mother to Child Transmission sites (11% in 2014), 9% of 168,790 people in need receiving ART all exceeding the CPD targets.

UNDP strengthened community policing and facilitated 116 police-community relations committees (PCRC) meetings across five states[[1]](#footnote-1) which provided a platform for 6,375 community members (2,393 female) to discuss local security issues. The police-community relations committees established joint night patrols and identified civilian focal points to attend to identified crime hotspots leading to apprehending of criminals and averting of crimes. Crime decreased by 14% for the first three quarters of 2015, from 38,328 in 2014 to 33,005 in 2015 in the states where police-community relations committees and community policing activities are conducted. The meetings are contributing towards rebuilding citizens’ trust in the police as custodians of peace and order. In addition, UNDP provided legal aid services to 147 people (61 female) through civil society organisations, enabling indigent population groups to have access to justice. 33 cases (25 female) were referred to the statutory courts for trial. This exceeded the CPD target of 55 persons receiving legal aid.

As the management agent of the Common Humanitarian Fund (CHF), UNDP managed a portfolio of over US$ 180 million of NGO-implemented activities aimed at providing basic services and livelihoods. To address economic recovery, UNDP itself focused on measures to improve livelihoods, community security and social cohesion. UNDP piloted two projects to address the economic needs of 589 direct beneficiaries and 2,995 indirect beneficiaries including through sustainable livelihood skills training, emergency employment and provision of start-up kits to help set up small businesses in and around two IDP camps as important contribution towards the CPD target of 1000 IDPs.

### **II: Country Programme Performance Summary**

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| **Country information** |  | | | | | | |
| **Country name: South Sudan** | | | | | | | |
| **Current country programme period: 2012-2015** | | | | | | | |
| **Outcomes** | **Total Expenditure** | | | **Key Indicators of outcome (1-4 per outcome)** | | | **Progress made against key indicators** |
| 1.Core governance and  civil service functions are established and operational | USD 43.5 million | | | 1. Existence of a clear civil service management structure 2. Number of institutional policies and frameworks developed to enhance operations of government departments | | | 1. Please limit latest data to 150 characters or less. This target was partially achieved as a systematic civil services reform agenda which comprehensively defines the roles and responsibilities of the civil service has yet to be rolled out in the country. However, aligned to the needs of a nascent civil services in RSS, UNDP provided technical support to the development of tailored terms of reference (TORs) and job descriptions (JDs) as a concrete contribution towards defining the civil roles and responsibilities in select institutions. These TORs and JDs developed consultatively with government counterparts are in line with the coaching and mentoring needs of the South Sudanese civil servants and delivered through the civil servants from the participating IGAD countries viz. Ethiopia, Kenya and Uganda. The JDs which spell out the roles and responsibilities of the South Sudanese government counterparts are developed by the IGAD civil servants across 18 national, state and county institutions. 2. No progress. The main reason for this not to happen was the persistent insecurity in the country and consequent delays in the deployment of the Civil Service Support Officials (CSSOs) by the participating IGAD countries on its account. The security linked preconditions of the IGAD countries and signing of new MoUs between the IGAD countries and the Republic of South Sudan delayed the initiation of Phase II of UNDP’s support |
| **UNDP Contribution:**  **CP Outputs:**  The UNDP CP identified four major outputs to support the Government in achieving this outcome: 1) Accountability and oversight enforced through parliamentary review, annual tabling of audits, establishment of corruption prosecutorial function, and civil society engagement in key legislative processes; 2) GoSS Medium Term Capacity Development Strategy (MTCDS) implemented, deployment of twinning/ mentoring arrangements, and optimal framework for the public service establishment agreed; 3) Budget allocations and expenditure shift to target pro-poor priorities; 4)Decentralization law agreed.  Progress and Achievements:  **Accountability and oversight enforced through parliamentary review, annual tabling of audits, establishment of corruption prosecutorial function, and civil society engagement in key legislative processes**  Until the December 2013, the Government of the Republic of South Sudan (GRSS) continued its efforts to build public confidence in its capacity to deliver accountable and equitable public services. The Anti-Corruption Commission (SSACC) investigated, closed and/or referred ~75% of reported cases, while 18 cases remain under investigation. The National Audit Chamber (NAC) audited ~63% of Ministries, Departments and Authorities targeted. There was a perceptible slowdown in the accountability momentum, however, with tabled audits’ not debated; and the 2009-2010 audit reports not tabled. UNDP continued support to the NAC and SSAC with placement of two consultants until March 2013 and five consultants to SSACC, respectively. UNDP consultants provided on-the-job training and mentoring in addition support to delivery of performing organizational mandates.  A National Election Commission (NEC) established in January 2013, with 9-members and the National Constitutional Review Commission (NCRC) mandate extension to December 2014 had positioned South Sudan to complete broad-based consultations to renew the Citizen and State social contract through a permanent Constitution; and ensure legitimate politics through a credible National Election process. A UN Electoral Needs Assessment Mission (NAM) in September 2013, in which UNDP was an integral part, assessed GRSS needs for democratic and credible elections. Although the preliminary NAM recommendations validated the UNDP project initiation plan (PIP) to provide institutional support to the NEC and for civic education, the conflict led to the suspension of all election and constitution making related activities.  In 2015, Due to government timelines associated with the implementation of the Peace Agreement, the constitutional review process was not supported. To foster a conducive environment for this process in 2016, UNDP worked with the Sudd Institute to create a platform for dialogues on pertinent governance issues, which generated public debate around issues of democracy within the context of the peace agreement. CSOs were engaged to push these dialogues down to the community level and encourage community voice and participation.  **GoSS Medium Term Capacity Development Strategy (MTCDS) implemented, deployment of twinning/ mentoring arrangements, and optimal framework for the public service establishment agreed**  There were substantive capacity development gains in the civil service, particularly in sectors that benefited from placement of UNVs and/or Civil Service Support Officers (CSSOs) from IGAD countries. UNDP deployed 199 CSSOs and over 20 IUNVs in institutions at state and national levels helping to build and maintain embryonic government functions in health, education, finance and public administration sectors through coaching and mentoring counterpart “twins”; supported systems, policies and law development and contributed to project design. Independent reviews of IGAD showed that civil service functions were substantially enhanced noting, “the initiative has had an impact on fundamental aspects of working in a civil service. Secondly, the IGAD initiative has helped….to design and implement basic standard operating procedures that are key to a functioning civilian administration” (Norwegian Peacebuilding Resource Centre, 2013). In UNDP IGAD Mid-Term Review (2013) 80% of supervisors reported the skills of twins improved and 95% gained knowledge from their mentor. This impact was validated previously by the Rapid Capacity Placement Initiative (RCPI) review (2012), which noted an “unequivocal across the board endorsement of the RCPI by government, from the national to the state level, from the Office of the President to State Ministers, senior public servants and counterparts”.  However, Post December 2013 conflict, at both the policy and operational levels, the CPD and IRRF outputs for strengthening the civil service management structure through the deployment of the Civil Service Support Officers (CSSOs) by the Inter-Governmental Authority on Development (IGAD) countries of Kenya, Uganda and Ethiopia were not effectively delivered as planned. Specifically, heightened and persistent insecurity concerns in the country inevitably led to the deferral of the deployment of the CSSOs to Q3 instead of Q1 as planned, in line with the explicit request of the sending IGAD countries. Additionally, the participating IGAD countries insisted on setting up of additional security safeguards and operationalization of contingency evacuations plans in order to mitigate against the unforeseen insecurity risks in a volatile field context. However, there are indications that capacity building efforts up to Q1 made lasting impacts on the knowledge and skills of South Sudanese civil service counterparts through mentoring and coaching. Also, organizational performances across ten national and state institutions improved leading to effective government operations and service delivery including in agriculture, health, education, and vocational training and aviation sectors.  **Budget allocations and expenditure shift to target pro-poor priorities**  Evidence suggests that GRSS increased emphasis on social sector development including marked budget allocation increases to sub-national levels. Furthermore, the Ministry of Finance, Commerce, Investment and Economic Planning (MOFCIEP), with UNDP technical support, prepared 12 project summaries (3 completed and 9 under development) for the South Sudan Development Initiative (SSDI) for presentation to cabinet in February 2014. The project summaries recommend increased funding to areas outside the security sector. Based on reported budget outturns, pro-poor budgetary allocation rose from 17.9% in FY2012/2013 to 26.7% FY2013/2014. Fiscal transfers to states and counties rose from 26% in FY2012/2013 to 28% FY2013/2014. However, ~76% of the transfers are for recurrent costs and wages, leaving a meagre 24% to fund development programmes. UNDP provided technical support to GRSS, a self-nominated Fragile State, to complete popular consultations; reaching consensus on 10 development and 5 donor benchmarks; and initial agreement on an implementation mechanism towards a New Deal Compact on Aid Effectiveness through a partnership fund for SSDI priorities  However, after December 2013, institutional and policy frameworks on budgetary allocations and expenditure shifts to target pro-poor priorities were negatively impacted throughout 2015. Armed conflict impacting in particular, the oil producing states led to declines in oil production by 20% in volume terms. Also, significant oil revenue losses were recorded due to the sharp fall in international oil prices from an earlier high of $110 to less than $ 50 in 2015 per barrel were the main reasons for reduced state level budgetary allocations. As a response, UNDP provided technical support covering all the ten states on instituting concrete policy measures to rapidly boost non-oil revenue collections at the state level targeting pro-poor priorities. A harmonized tax rate policy and tax collection training manual, identified as key bottlenecks to enhanced non-oil revenue collections, were finalized by the state authorities and awaits legislative ratification by the states. UNDP set up a Geographic Information System (GIS) Lab for the National Bureau of Statistics (NBS) as an evidence based pro-poor targeting instrument in the country. The geo-referenced maps as an output of the GIS lab starkly highlighted the spatial distribution of food insecure areas, absence of social and economic infrastructure viz. potable drinking water, health facilities, schools infrastructure at the sub-national levels.  **Decentralization law agreed**  Until December 2013, South Sudan demonstrated continued transparent dialogue and accountability between national and subnational governments providing clear reports on fiscal transfers and hosting the third successful Governors’ Forum, since independence with UNDP technical and financial support in November 2013. The outcome of the forum was 32 pro-development resolutions and 16 recommendations subsequently endorsed by the Council of Ministers, implementation of which should contribute to improved State performance on all SSDP pillars. | | | | | | | |
| 2. Chronic food insecurity is reduced and household incomes increase. | | | USD 8 million | 1. Existence of a strategy to address the impact of floods and food insecurity in South Sudan 2. Number of people benefiting from improved livelihood projects, disaggregated by sex | | | 1. State level consultations to finalize the draft national disaster management policy conducted. A national workshop is planned in Q1 2016 to finalize the stakeholder validation and garner expert inputs leading to the finalization of a draft strategy to address the impact of floods and food insecurity in South Sudan. 2. 100 beneficiaries (78 female) from the UN House Protection of Civilians (PoC1) completed business management training. 50 beneficiaries (46 females) enrolled for pastry training and fifteen 15 beneficiaries (100% males) enrolled for hair dressing course. 150 beneficiaries (90 females) selected for emergency employment. 26 small businesses have been started in Mingkaman. |
| **UNDP Contribution:**  CP Outputs:  The UNDP CP identified three outputs to support the Government in achieving this outcome, to complement activities being undertaken by other UN agencies in this area: 1) Policy framework for inclusive growth in place, and expanded access to financial services, particularly for women; 2) Coherent trade policy framework and inter-ministerial coordination mechanisms agreed; 3) Financial incentives created to promote green energy and sustainable livelihoods.  Progress and Achievements:  **Coherent trade policy framework and inter-ministerial coordination mechanisms agreed**  South Sudan conducted pre and main Diagnostic Trade Integration Study (DTIS) missions in 2013. The study has since been completed, and results validated in September 2014 during a workshop involving development partners and relevant government departments. UNDP coordinated the pre and full DTIS missions and recruited 16 highly qualified consultants to put it together. Initial results of the DTIS mission formed the basis for the Deputy Minister of Finance’s well regarded presentation at South Sudan’s first-ever Investment Conference in early December 2013  **Financial incentives created to promote green energy and sustainable livelihoods**  Until December 2013, South Sudan had acceded to six international environmental conventions namely: United Nations Framework Convention for Climatic Change (UNFCCC), United Nations Convention on Bio-Diversity (UNCBD), United Nations Convention for Combating Desertification (UNCCD), the Ramsar Convention on the Protection of Wetlands of International Importance, Convention on Pollution, and Convention on Ozon Layer Protection. GRSS also entered into two international environmental partnerships: the UN Sustainable Energy for All Initiative and the Global Environment Facility (GEF) and formally joined the Eastern and Southern Africa GEF constituency. UNDP provided technical expertise to the Ministries of Environment, Foreign Affairs and International Cooperation to meet the requirements for accession and to successfully implement the obligations of the conventions acceded to. With UNDP’s technical support, South Sudan submitted four (4) Enabling Activities (EA) project proposals to GEF to address major environmental concerns facing the country, three of which were approved in 2013. Implementation of these EAs was disrupted by the conflict. Further, with GEF funding UNDP supported development of Wildlife, Protected Areas and Tourism Bills and establishment of infrastructural bases for implementation of Protected Areas management and law enforcement activities.  Post December 2013, UNDP focused its support towards assisting internally displaced persons (IDPs) and their host communities recover from the shocks. By 2015, the support to the IDPs and the host communities had generated tangible livelihood opportunities and income increases at two sites viz. Mingkaman in Lakes state and Juba in Central Equatoria. At Mingkaman IDP site, UNDP facilitated the operationalization of the market shed leading to the 48 market shed being occupied by 32 women and 16 men. Estimated income increases for 48 beneficiaries were USD 10,000. 45 females were also imparted pastry making livelihoods skills training leading to future income. Under Phase II, construction of additional 48 market stalls is ongoing at Mingkaman in line with community demand. 51 beneficiaries were engaged in cash for work (19 male and 32 female) in the construction itself generating an income of approximately USD 5,600. As a shared resource, the market has led to a number of positive impacts and backward and forward linkages including fostering strong social cohesion among community members irrespective of their community of origin, incentivizing small scale agricultural production, offering a site of labour hiring to private sector actors and promoting exchange of goods and services for the local population of over 50,000 in Mingkaman, Lakes States.  In 2015, at Juba, the initiative provided a sustainable income stream of USD2, 000 for the 47 women and 17 male IDPs in the Protection of Civilians (PoC). Sustainable skills training at the PoC site, benefited 64 IDPs (50 in pastry making and 14 in barbering). Also, 100 IDPs (16 male and 84 female) trained in 2014 were further capacitated on entrepreneurship skills and operating micro-businesses. Towards sustainability, the beneficiaries received business start-up equipment and formed 26 micro enterprises in Juba. The human dignity, respect and hope of the IDPs has been rehabilitated and reinforced  Despite the conflict, to support government in building the foundation for biodiversity conservation in South Sudan. A recent evaluation highlighted the capacities of the Ministry of Environment and Wildlife to manage protected areas as satisfactory. Aerial surveys of protected areas were undertaken and the results mapped relative to existing protected areas and key species (elephants, white-eared kob, tiang, giant eland) were collared for better tracking and management. UNDP jointly with the World Conservation Society, successfully raised community awareness on wild life conservation, including through social media, newsletters, posters and calendars. Strengthened capacity of the Wildlife forces to effectively monitor illegal wildlife transboundary activities led to the apprehending of five poachers, discovery of two illegal poaching camps and recovery of more than four tons of dried bushmeat and 12 kg of ivory.  UNDP supported the Ministry of Humanitarian Affairs and Disaster Management (MHADM) and Relief and Rehabilitation Commission (RRC) towards strengthening the preparedness of government and communities including vulnerable IDPs to respond to recurrent natural disaster, including on preparation of a draft national policy framework. 400 temporary community level evacuation shelters by way large size tents, 4000 tarpaulins, 4000 fishing kits, 200 household level grain storage silos and 4000 assorted agricultural tools have now been prepositioned to enable rapid response and early recovery. 899 of which 547 are women have received income generating livelihood skills training by Q4 towards resilience building addressing community needs in the vocations of fish processing and preservation, food/dairy processing and preservation and soap making. | | | | | | | |
| 3. Key service delivery systems are in place, laying the groundwork for increased demand. | | USD 66. 7 million | | | 1. Proportion of eligible HIV positive people currently receiving Anti-retro-viral therapy in accordance with nationally approved protocol | 1. Only 9% of the eligible people received treatment. Round 4 of the Global Fund grant on HIV/AIDS did not provide for expansion of treatment sites in the country. However, the newly signed New Funding Mechanism grant effective October 2015 provides for expansion of treatment sites/facilities. Hence, it is expected that for the duration of the grant, the proportion of eligible HIV positive people currently receiving treatment will go up to 50% by the end of 2017.Eligible families are not yet accessing cash transfers, though progress has been made towards developing an agreed National Social Protection Framework to lay the foundation for programming in this sector. | |
| **UNDP Contribution:**  CP Outputs:  The UNDP CP identified two major outputs to support the Government in achieving this outcome: 1) Health sector infrastructure expanded, and pharmaceutical supply chain systems transition to Government management; 2) Social cash transfer programme designed and established.  Progress and Achievements:  **Health sector infrastructure expanded, and pharmaceutical supply chain systems transition to Government management**  UNDP continued to provide essential infrastructure for the health systems in South Sudan. In its capacity as the Principal Recipient of the Global fund for AIDS TB and Malaria (GFATM), UNDP built 11 Ante Natal Care (ANC) clinics, five maternity wards benefitting more than 600,000 mothers, a blood bank and two health laboratories enabling in-country testing of samples; three medical teaching institution in Juba and three monitoring and evaluation (M&E) offices. As a result, ANC coverage expanded to 53% (34% in 2012). UNDP continued to support the National Blood Transfusion Center in Juba and Wau and the establishment of the TB and HIV/Polimerase Chain Reaction/PCR/ public health laboratories which has helped in country testing of samples and faster diagnostics enabling treatment as compared to sending samples to neighboring countries. This has significantly saved time and avoid spoilage of samples during transportation as compared to previous arrangements with Uganda and Kenya.  UNDP provided 100% of 70 TB and 19 ART sites and 50% of the 72 Prevention of Mother to Child Transmission (PMTCT) sites with drug supply and diagnostics tests. This enabled 15,145 People Living with HIV (PLHIV) and over 7,000 TB cases to receive treatment. 24% of the estimated 8000 HIV+ pregnant women receiving ART prophylaxis to prevent from Mother to Child transmission of HIV Transmission sites (up from 11% in 2014) and 9% of 168,790 PLHIVs in need of ART received treatment (7% in 2014) 75% of those PLHIV were retained on treatment, 12 months after initiation of treatment (70% in 2013).  A functional Logistical Management Information System (LMIS) was rolled out in 2013 across healthcare facilities especially those offering Anti-Retroviral Therapy (ART), enhanced data management and reporting on drug utilization. This resulted in improved efficiency in the supply chain management of drugs and a reduction in incidences of stock-outs within healthcare facilities. Global Fund performance ratings for the three grants ranged from B1 to A2, meaning performance is meeting expectations. UNDP is principal recipient for Global Fund resources in South Sudan. Through these resources, UNDP also provided nursing and midwifery training in the country’s two medical teaching institutions. 47 nursing and 39 midwifery students graduated in December 2015.  UNDP also trained 353 (2,325 since 2012) health workers strengthening their capacity on TB, HIV, maternal health, and management of drugs, record keeping and reporting raising service uptake. Additionally, 46 (155 since 2012) M&E staff (37M: 9F) improved their use of Health Management Information Systems and District Health Information Software increasing completeness of reporting at county level from 42% in 2012 to 84% in 2015.  **Social cash transfer programme designed and established**  The Ministry of Gender, Child and Social Welfare finalized and validated the National Social Protection Policy Framework in April 2013, laying the groundwork for programming in this sector. However, austerity-related funding constraints and the December 2013 hampered the operationalization of the policy as the GRSS could not commit resources for social cash transfers. UNDP provided technical support to the Ministry in the development and validation of the policy framework and continues to support the Ministry in developing social protection projects targeting vulnerable population groups at state and national levels. | | | | | | | |
| 4. **Violence is reduced and community security improves.** | | USD 298.9 million | | 1. Extent to which women and youths are participating in dispute resolution and cross-community dialogue activities (scale: 1= minimally participate; 2=moderately participate; 3= actively participate) 2. Extent to which the National Platform for Peace and Reconciliation (NPPR) is representative of views of South Sudanese (scale: 1=not representative; 2 somewhat representative; 3= highly representative) 3. Number of people accessing legal aid, disaggregated by sex 4. Number of initiatives undertaken to bring together conflicting communities for dialogue. | | | 1. Women and youths actively participated in 17 peacebuilding initiatives that were conducted under the leadership of the National Platform for Peace and Reconciliation. 13 of the 17 initiatives were specifically designed to increase the role and participation of women in peacebuilding processes whilst 4initiatives targeted youth 2. NPPR remained highly representative of the views   of South Sudanese   1. 130 people (61 female) 2. 17 actions have been completed through the NPPR |
| **UNDP Contribution:**  CP Outputs:  The UNDP CP identified three major outputs to support the Government to achieve the outcome: 1) Supporting Government efforts to reintegrate ex-combatants, through a redesigned two-pronged strategy focusing on both individual benefits for ex-combatants and community-driven benefits, including community-based programmes for women associated with armed forces and groups (WAAFG), and stronger engagement of line ministries; 2) Supporting Government to stabilize insecure areas, maintain community security, and promote effective peacebuilding, through better analysis, planning and targeting resources in a conflict and gender-sensitive manner; and 3) Supporting Government to improve access to justice, including through increasing the scope, timeliness and quality of integrated criminal justice services at county and lower levels, combat gender-based violence, and through ascertainment of traditional customary law to align with human rights norms and standards, including women's rights.  Progress and Achievements:  **Supporting Government to stabilize insecure areas, maintain community security, and promote effective peacebuilding, through better analysis, planning and targeting resources in a conflict and gender-sensitive manner**  Until December 2013, community security and less ethnic conflict resulted in fewer conflict-related deaths and internally displaced persons. OCHA Conflict Incidence Statistics (2013) show 39% and 74% less ethnic conflict incidence and conflict-related deaths, respectively; and an 89% drop in IDPs compared to 2011 in E. Equatoria, Lakes, Jonglei and Warrap states. UNDP contributed to peacebuilding with technical advisors assisting the Peace Commission and Small Arms Bureau develop strategies for, and implementation of conflict sensitive projects reaching over 30,000 youth, women and men in conflict-prone states. A media campaign for voluntary civilian disarmament with “peace caravans” and “food for peace” giving tractors for farming to youth contributed to reduction in resource and ethnic conflict. UNDP service delivery hubs benefited 25,000 people and aided extension of state authority by drilling 50 boreholes, building 10 haffirs, constructing 17 County Offices and 326km of road improving access in remote/conflict prone areas. In Jonglei State, a Livestock Patrol Unit and public radio were set up to prevent cattle rustling and share educational and peace building messages, respectively. An EU independent review UNDP’s Community Security and Arms Control (CSAC) project rated it as highly relevant, effective and of positive impact on stabilisation and community security.  Following the conflict, in 2014, UNDP facilitated formation of a National Platform for Peace and Reconciliation (NPPR). The NPPR has been instrumental in driving dialogue on national reconciliation. More than 113 Civil Society Organisations participated in the platforms’ consultations in 2014, and supported a common agenda for peace; bringing together youth, women, civil society organisations and religious groups. In 2015, the CPD target of National Platform for Peace and Reconciliation's (NPPR) continued representation of the views of South Sudanese was met. The views of women and youths were incorporated in the peace process to further the prospects of attaining peace following proliferation of arms during the conflict, UNDP supported finalisation of the Small Arms and Light Weapons (SALW) Bill. The Bill was presented to parliament for a second reading. The SALW is seen as a crucial piece of legislation in the context of the Peace Agreement and political will for it is strong due to UNDP supported lobbying. Eleven consultations were undertaken by the Bureau for Community Security and Small Arms Control (BCSSAC) targeting parliamentarians, women’s groups, media and civil society organisations (CSOs) to secure buy-in for the passage of the Bill. A civilian disarmament strategy was developed with UNDP’s technical support and validated through a series of consultative workshops in Eastern Equatoria, Lakes and Jonglei states.  UNDP conducted community sensitization and public outreach on reconciliation and social cohesion, which provided South Sudanese citizens with an opportunity to discuss issues of national importance. The initiative weakened the war narrative in some sections of society by giving communities an opportunity to share their experiences and receive instant feedback from leaders during debates, and helped bridge the socio-political fault lines that (re-)emerged within and between communities during the conflict. The public outreach initiatives included 810 (81% female) participants from civil society, the government, academia, women groups, and political parties and the diplomatic community, including through the ‘Kuburi Bridge’ Interactive Radio programme and national level policy debates. 40 interactive radio program episodes aired six times weekly (three times in Juba Arabic and three times in English) for 10 months through UN-managed radio Miraya, covering all 10 states in South Sudan with live studio call-ins by listeners.  On the other hand, a key CPD output level target that could not be met included foremost the development and implementation of the Small Arms and Light Weapons policy. The bill only progressed to a second reading in December 2015, and still awaits passage.  **Supporting Government to improve access to justice**  A 2013 Access to Justice Survey provided baseline statistics on confidence levels in justice sector institutions with varying results including the Judiciary - 46%, Police - 58%, Prisons - 53% and Customary Courts - 70%. The survey, launched at the 2013 Governors Forum, informed recommendations to strengthen rule of law. A UNDP Chief Technical Advisor (CTA) to the Ministry of Interior supported police reforms including personnel vetting and registration resulting in removal of 16,447 ghost workers with potential savings of SSP166M (US$ 56 million) annually. UNDP Law Enforcement Advisors in nine states assisted Police to collect crime statistics resulting in scaled-up deployment and community policing in high incidence areas for protection of vulnerable groups. With CTA technical advice to Ministry of Justice, UNDP was instrumental for completion of a legal aid strategy and action plan, with the GRSS committing resources to provide access to justice for vulnerable groups.  The 2015 CPD target of 65 people receiving legal advice was surpassed. 145 people (61 female) in seven states received legal advice, counselling, referrals, mediation services and court monitoring through UNDP-supported Justice and Confidence Centres (JCCs) giving a cumulative 157 people provided with legal aid services since 2014. This marks a significant increase from UNDP’s baseline of 6 persons who accessed legal aid services in 2014.  UNDP strengthened community policing and facilitated police-community relations committees (PCRC) meetings, which provided a platform to discuss local security issues. The PCRCs established joint night patrols and identified civilian focal points to attend to identified crime hotspots. This resulted in increased trust in the police, more reported crimes and increased security. Special Projection Units (SPUs) provided an effective mechanism to address gender-based crimes, processing 113 cases, 39 related to sexual and gender base violence (SGBV), while 74 related to children in conflict with the law. There was a progressive decline in SGBV cases in 7 states from 1,755 in Q1 2015 to 1,403 in Q3 2015.  The South Sudan National Police Service (SSNPS) Quarterly Crime Statistics reports shows that reported incidents of crime in 5 targeted states reduced by 14% for the first three quarters of 2014 and 2015, from 38,328 in 2014 to 33,005 in 2015, indicating an overall increase in community security in areas where UNDP is engaged. UNDP supports the SSNPS in producing the statistics to analyze crime patterns and locations to reduce crime. | | | | | | | |

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| **Summary of evaluation findings (e.g. from outcome and project evaluations, UNDAF reviews, and other assessments)**   1. **UNDAF evaluation (2015)**   **Key Achievements:**   1. The UN leveraged its collective comparative advantages and applied its unique capacities by providing both technical support towards international norms at upstream level as well as programme support at downstream level. 2. Capacity for justice delivery was enhanced but most institutions were constrained by lack of resources. Rule of law was also constrained by violent conflict in some States.   **Major Lessons Learned:**   * Programming in a fragile environment requires flexible UNDAF * Strategic focus enhances UN’s ability to leverage its comparative advantages * National ownership enhances sustainability and UN accountability for results   **Project evaluations**   1. **Final Evaluation of the South Sudan Recovery Fund (2015)**   **Key Achievements:**   * Security roads completed in Lakes, Warrap and Eastern Equatoria States are in use and considered a contribution to improved circulation of security forces to quell inter-ethnic conflict, in particular cattle raiding. There is a “perception’ that the South Sudan Recovery Fund (SSRF) project assets contributed to the SSRF Outcome of improved security and a reduction in inter-communal conflict. * Water resources (haffirs and boreholes) were handed over to community-based water management committees, with the exception of many boreholes in Lakes where the participating UN organization (PUNO) did not provide the support to form the committees, as the SSRF failed to provide additional funding.   **Major Lessons Learned:**   * As the economic and political crises since 2012,had an impact on securing the outputs and outcomes of the SSRF, it would have been prudent for SSRF to intervene, by means of a period of subsidisation to secure sustainability until the fund flow from the central resources regularized. * Sustainable capacity building in a complex context requires a long-term process that intervenes at both state and community levels and should include institutional, organizational and individual stakeholders and beneficiaries. This was not apparent in the SSRF implementation processes and there is no evidence that the SSRF adopted an approach that was flexible and responsive to emerging capacity challenges. The absence of a balance between the ‘hard’ infrastructure activities and the ‘soft’ capacity building, community engagement and active, local level monitoring and evaluation interventions means the possibility of long term sustainability and use of the assets created has been degraded. * A strong sense of ownership of a built asset is recognized as a critical element in contributing to its sustainability and continued benefit to the community. SSRF processes engaged communities and beneficiaries in the initial consultation to define stabilization priorities, but no continued community engagement (through state –based staff) was built into the implementation process, so as to consolidate that linkage. Neither the SSRF nor the PUNOs incorporated ‘social responsibilities’ within their contracting procedures, thus missing opportunities to cement stronger community ties to the assets.  1. **Assessment of South Sudan's Crisis and Recovery Mapping and Analysis (2014)**   **Key Achievements:**   * The project engaged all 10 states and 74 out of 80 Counties to conduct community level mapping of socio-economic risks and security threats. The best practices from the community consultations were captured and documented through a comprehensive community consultation toolkit jointly developed with UNDP’s Community Security and Arms Control (CSAC) project. * The project assisted nine out of the 10 states to establish state-level information management working groups with the aim of supporting data management and M&E processes at the subnational levels * The project helped transform planning processes from top-down to bottom-up and has put in place processes for soliciting community perspectives in a consultative and inclusive manner.   **Major Lessons Learned:**   * The importance of demonstrating the value addition and utility of results generating by a project during its implementation. This enhances sustainability as relevant stakeholders only invest resources towards value adding initiatives * If the project does not innovate during its lifetime, it becomes difficult to convince funders of its transformative capabilities  1. **Final Evaluation of Disarmament, Demobilization, and Reintegration Programme Individual Reintegration Project Component (2013)**   **Key Achievements:**   * By assisting Ex-Combatants (XCs) and Special Needs Groups (SNGs) to get jobs or start their own business, the programme has made its own contribution towards employment generation and reintegration outcomes. * The programme has produced better results in terms of providing XCs and SNGs with reintegration services. * A very high percentage of the 12,525 demobilised XCs and SNGs have received reintegration support. Of the total demobilized, 87% received reintegration trainings, 86% obtained start-up kits, and 85% and 69% respectively benefited from first and second follow up services. Reintegration support provided beneficiaries with vocational skills that enabled them to get jobs or start their own businesses. As a result, they were able to generate new income, which helped them meet family needs including school fees for children. * Provision of tool kits enhanced productive/income generating capacities of the beneficiaries (e.g. ox ploughs increased agricultural production compared to hand ploughs).   **Major Lessons Learned:**   * A successful DDR programme requires proper and strong partnership among key players with national authorities assuming leadership and ownership of the programme. * To this end, it is important to develop a realistic DDR plan that takes into account the local context and addresses the institutional and human capacity needs of national partners. * Capacity building efforts can only succeed if capacity gaps are properly assessed, a capacity building strategy developed and its implementation closely monitored, and core staff are motivated and retained  1. **Review of the Rapid Capacity Placement Initiative (2012)**   **Key Achievements:**   * RCPI specialists worked in close collaboration with key actors of ministries and government agencies at both national and state levels, contributing urgently needed expertise and services while also providing on-site mentoring, coaching and other capacity development activities to strengthen organizational skills and processes. * RCPI has been able to capitalize on the existing presence of UNDP across all ten states in the Republic of South Sudan, deploying UNV specialists within ongoing UNDP projects in South Sudan in the areas of Democratic Governance * All states and a significant number of counties now consistently produce annual work plans and budgets.   **Major Lessons Learned:**   * Longer term placement: For effective skills transfer, the RCPI specialists need to be deployed in the states for more than two years. * Benefits of co-location: Co-location of the UNDP specialists with their counterparts in the states ministries to provide ongoing on-the-job technical support greatly increased communication and collaboration with counterparts and had an overall positive effect on the achievement of project results. |

III. Country Programme Resources

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Outcome Areas** | **[[2]](#footnote-2)Programme Expenditure (USD)** | | | **% of Total** |
|  | **Regular (TRAC)** | **Other** | **Total** |  |
| Core governance and civil service functions are established and operational | 7,205,729 | 36,325,800 | 43,531,529 | 10% |
| Chronic food insecurity is reduced and household incomes increase. | 822,177 | 7,187,537 | 8,009,714 | 2% |
| Key service delivery systems are in place, laying the groundwork for increased demand | 278,176 | 66,472,828 | 66,751,004 | 16% |
| Violence is reduced and community security improves | 5,340,291 | 293,533,716 | 298,874,007 | 72% |
| **Total** | **13,646,373** | **403,519,881** | **417,166,254** |  |

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| **Data sources: (please indicate the main sources from which data were obtained for this report.)** |
| * Atlas: IPSAS Reports including Project Budget Balance and Office Resource Overview. * Final Evaluation of Disarmament, Demobilization, and Reintegration Programme Individual Reintegration Project Component (2013) * Final Evaluation of the South Sudan Recovery Fund (2015) * UNDAF evaluation (2015) * South Sudan Recovery Fund Lessons Learned Exercise (2012) * Review of Rapid Capacity Placement Initiative (RCPI) (2012) * Review of IGAD-GRSS Regional Capacity Initiative, “Coaching and mentoring for capacity development,” African Security Review (February 2012) * Global Fund Grant Scorecards |

1. Central Equatoria, Eastern Equatoria, Northern Bahr el Ghazal, Western Bahr el Ghazal and Western Equatoria states [↑](#footnote-ref-1)
2. [↑](#footnote-ref-2)